

Chapter 15: Worksheet mark scheme (17 marks)

1 List **five** factors that can influence corporate culture. (5)

- mission/vision statements
- local culture
- social and environmental strategies
- management style
- corporate ethics
- directors/managers appointed
- industry operated in
- local laws

2 Match each of the types of organisational culture below with its related feature(s). (A culture may be linked to more than one feature.) (9)

Culture	Feature
Power	autocratic leadership, bonuses for exceptional work
Role	bureaucracy
Task	empowerment, matrix management, cooperation, team working
Person	working alone
Entrepreneurial	Risk taking, failure sometimes accepted

3 Changing a corporate culture can be difficult and is a slow process, but it may be necessary after an acquisition or merger, or even to turn around a struggling business. Fundamental changes in organisational structure may have to happen at the same time, thus confusing people's feelings and attitudes.

Suggest **three** things a business could do to change their corporate culture. (3)

- change the vision and mission statements and hence the objectives
- convince or replace top or key personnel
- have all workers participate in proposals
- change reward system: base it on the new culture
- emphasis on positive rather than negative issues